



**WORKFORCE PLAN**

**FISCAL YEAR 2010**

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## **Workforce Planning Report**

### **Agency Overview**

The Board regulates the public practice of geoscience. This goal is accomplished by issuing licenses to qualified geoscientists, registering qualified geoscience firms, investigating complaints about the unlawful practice of geoscience, and educating the industry and the public about the activities of the Board.

The agency is in its seventh year of operation and has discovered the following concerns that need to be tracked over the coming fiscal years:

- The agency needs to systematize the initial Professional Geoscientist licensure, firm registration, and Geoscientist-in-Training certification programs, so that the status of examination requests and applications are processed and tracked through the agency database.
- Enforcement efforts are increasing with the addition of staff authorized during the last legislative session, but there is still a need to systematize the agency's investigation, adjudication, and data reporting processes.
- Because a number of licensees work in exempt settings, the number of individuals with current licenses has decreased from a high of approximately 6,700 licensees in 2005 to the current level of approximately 5,000 individuals with current licenses. The decrease has caused a decrease in revenue generated by the agency.
- The agency and the Board are facing key policy questions regarding the scope of licensure requirements, particularly in area of overlap with the engineering and drilling professions and the oil and gas industry.
- The number of Professional Geoscientists in Texas may not be adequate to meet the increased demand for their services in the future.
- The ongoing need to communicate with or outreach to current licensees, registered geoscience firms, prospective licensees, other regulatory state agencies, state and local agencies that contract for geoscientific services, and the public remains a challenge.
- The requirement of continuing education has not been well received by some licensees.
- The agency's workforce needs will change as effective systems are put in place. Current needs include both staff that can develop and refine work systems and staff that complete key administrative, financial, licensing and enforcement functions.

## A. Agency Mission

The mission of the Texas Board of Professional Geoscientists is to protect public health, safety, welfare, and the state's natural resources by ensuring that only qualified persons carry out the public practice of geoscience.

### Strategic Goals and Objectives

GOAL A	LICENSING
Objective	Provide a licensing system to assure that professional geoscience in Texas is practiced only by qualified and competent Texas Licensees.
Strategies	<ul style="list-style-type: none"><li>• Application Review</li><li>• Informational Services</li></ul>

GOAL B	ENFORCEMENT
Objective	Ensure fair due process for 100 percent of reported violation of the Texas Geoscience Practice Act within six months.
Strategy	<ul style="list-style-type: none"><li>• Enforcement</li><li>• Indirect Administration</li></ul>

## **B. Anticipated Changes in Strategies**

TBPG anticipates several changes that will significantly impact the agency's business and workforce. These changes are outlined below.

- Technology Changes
  - ✓ As per HB 1516, 79<sup>th</sup> Legislature the agency will (at a future date) need to have its information technology and related data migrated to a state data center. This would eliminate the need for any current IT and licensing system services the agency currently utilizes. TBPG will not consolidate to a state data center during the next biennium because of the overall cost to the state.
  - ✓ Support for the agency's current licensing and enforcement database product, Versa LicenseEase V3.1 may not be available in the near future. The agency is currently exploring the feasibility of upgrading to a new Versa (Iron Data) product or converting to another system.
  - ✓ The agency has gone "paperless" with regards to licensee files. Neubus was contracted to scan and store all licensee files on a server for easy access by agency staff using their desktop computers. This allows for increased efficiency in organization and retrieval of files.

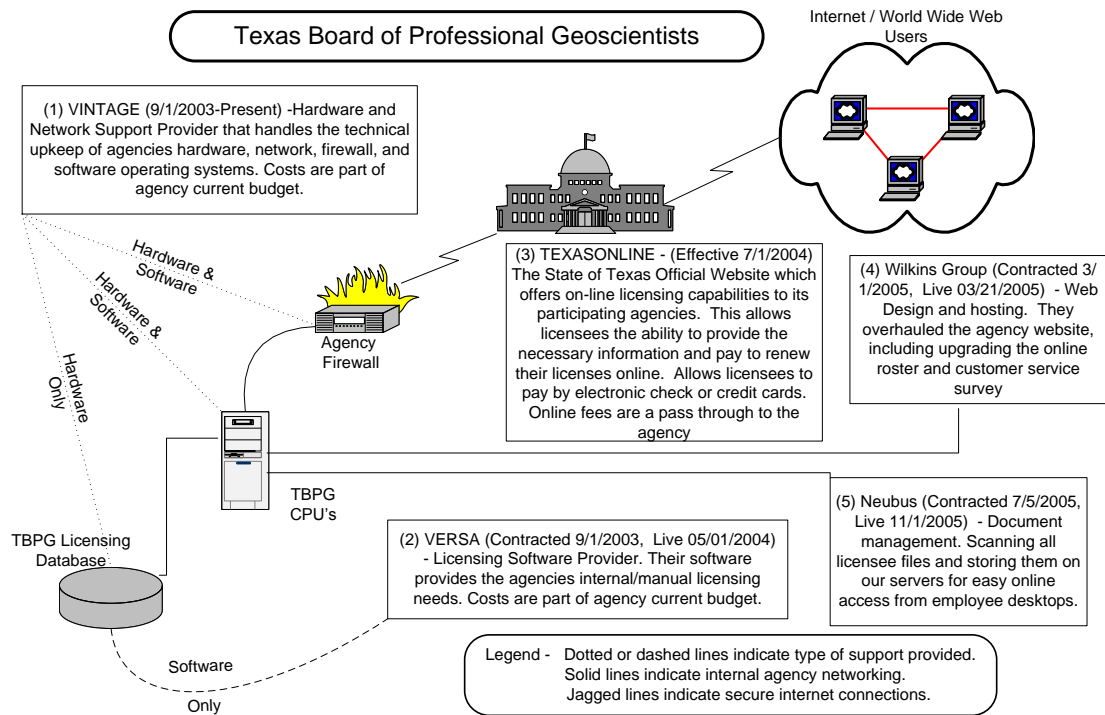


Figure 1: Texas Board of Professional Geoscientists IT structure.

## CURRENT WORKFORCE PROFILE (SUPPLY ANALYSIS)

Although there are many important workforce issues facing the agency, it is difficult to address all concerns immediately. TBPB has dedicated its focus on workforce planning issues that will address the most critical areas in the agency. These issues include placing greater emphasis on staff that can develop and refine work systems and staff that complete key administrative, financial, licensing and enforcement functions.

### A. Critical Workforce Skills

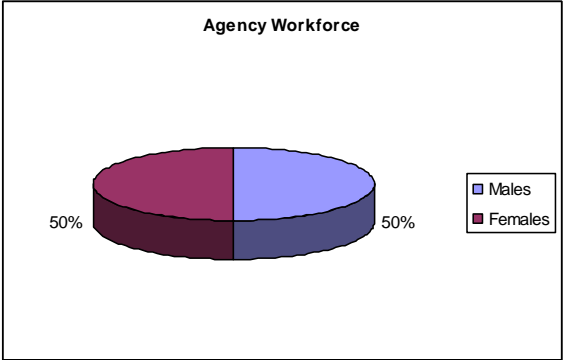
Although the agency has qualified employees, there are several critical skills that are important to the agency's ability to operate. TBPB has dedicated its focus on workforce planning issues that will address the most critical areas in the agency. These issues include placing greater emphasis on employees with knowledge, skills and abilities in management and leadership; flexible budgeting; development of work systems and policy; licensing and related customer service; enforcement; and implementing outreach programs/communications systems. Key knowledge, skills and experience include:

- Leadership and management skills
- High level communications skills
- Implementation of an effective licensing and enforcement database product
- Revenue/budget tracking and reporting of performance measures
- Conducting complaint investigations; adjudicating complaints involving violations
- Maintaining licensing functions (applications reviews, coordination of renewal and late notices, consumer service/support, etc.) and developing new programs
- Interpreting legal statutes and developing policy
- Human resource knowledge

### B. Workforce Demographics

The following charts profile the agency's workforce as of June 1, 2010. It should be noted that the reported demographics include the agency's Executive Director, Michael Hess, who is currently on extended active military duty, but is expected to return to service with the agency on July 1, 2010. The agency's workforce is comprised of 50% females and 50% males. Over 75% of the employees are over the age of 40. The percentage of employees with less than five years of state experience stands at 50%. This percentage is high enough to warrant strong training programs to ensure our employees are proficient as quickly as possible.

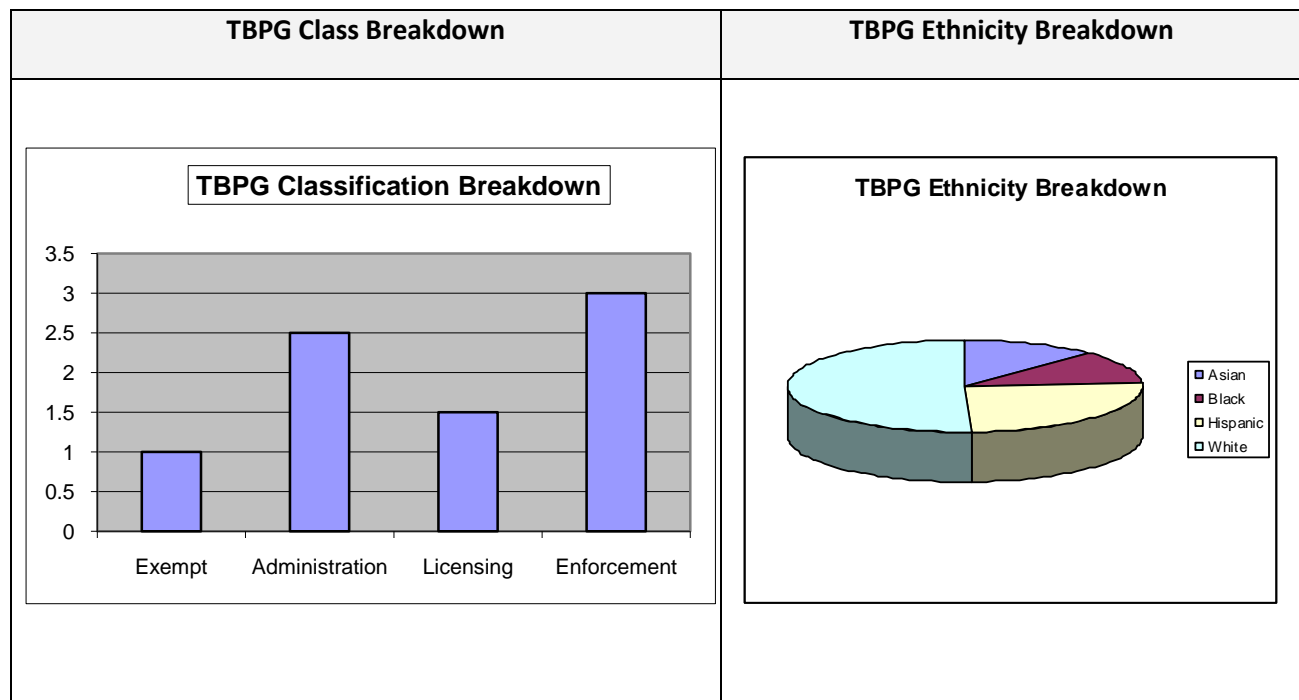
Figure 2: Workforce Breakdown

Workforce Breakdown		
Gender	Age	Agency Tenure
<div> <p>Agency Workforce</p>  <p>Females: 50%</p> <p>Males: 50%</p> </div>	<ul style="list-style-type: none"> <li>➤ 2 employees 50+ years</li> <li>➤ 4 employees 40-49 years</li> <li>➤ 2 employees 30-39 years</li> </ul>	<ul style="list-style-type: none"> <li>➤ Four employees less than five (5) years agency tenure.</li> <li>➤ Two employees have over thirty (30) years state experience.</li> <li>➤ Remaining employees hired after September 2003.</li> </ul>

The agency is authorized 11 full-time employees, which includes one exempt position. However, one FTE was not funded and is not expected to be filled. A second FTE is vacant and is not expected to be filled in order for the agency to comply with the mandate to return 5% of its 2010-2011 biennial budget to help with the state's overall revenue shortfall. A third FTE is currently frozen, pending the agency's own developing revenue shortfall. Including Executive Director, Michael Hess, there are currently 8 employees who are on staff to execute the functions of the agency.

The ethnic distribution of the staff is 12% Black, 25% Hispanic, 12% Asian and 50% White. The following tables compare the classes and ethnicity of the agency.

Figure 3: TBPG Classification and Ethnicity Breakdowns



### C. Employee Turnover

Turnover is an important issue in any organization, and TBPG is no exception. Average state tenure in the agency is 9 years. The agency turnover rate in Fiscal Year 2009 is 16%. It is projected that the turnover rate for Fiscal Year 2011 will be 11%.

### D. Retirement Eligibility

During fiscal years 2011-2015, two employees will become eligible to retire. It is important to ensure that the agency's institutional knowledge and organizational experience be preserved.



## **FUTURE WORKFORCE PROFILE (DEMAND ANALYSIS)**

The demand for an effective regulatory model means TBPG will have to revise current processes and reorganize business units. As a result, these are the changes we anticipate in our workforce:

### **A. Critical Functions**

- Implementation of an effective licensing and enforcement database product
- Revenue/budget tracking and reporting of performance measures
- Conducting complaint investigations; adjudicating complaints involving violations
- Maintaining licensing functions (applications reviews, coordination of renewal and late notices, consumer service/support, etc.) and developing new programs
- Interpreting legal statutes and developing policy

### **B. Anticipated Workforce Changes**

- Increased use of technology to revise and streamline work processes
- Employees cross-trained in functional areas

### **C. Anticipated Increase/Decrease in Number of Employees Needed to Do the Work**

The agency's current level of FTEs appears to be sufficient to complete its mission in the future. However, any reductions could jeopardize the agency's ability to continue to meet its objectives and responsibilities.

- The composition of staff has recently increased and the roles of most remaining staff have changed.
- With the expected return of the Executive Director, the role of the current Interim Executive Director will shift to coordination of agency operations and will emphasize development/refinement of agency systems mentioned elsewhere in this plan.
- The number of staff exclusively devoted to enforcement efforts has increased from one staff member to three staff members, including a Lead Investigator, and Investigator and an Administrative Assistant.
- The number of staff assigned to Licensing and related functions will remain stable at two staff, but duties have been shifted and will continue to change as refined and new systems are put into place.
- The number of staff exclusively assigned to Financial, Risk Management, Human Resources and related functions has decreased from two staff to one.
- Increased efficiency and new technologies will allow a shift in priorities and duties.

#### D. Future Workforce Skills Needed

To administer the Texas Geoscience Practice Act effectively the agency relies on a competent and knowledgeable staff. In addition to the critical competencies listed before, these are additional ones essential for the agency to maintain in its staff in the future:

- Change management
- Process analysis
- Collaboration
- Negotiation and facilitation
- Project management
- Performance management
- Strategic planning
- Leadership and management skills
- High level communication skills
- Human resource knowledge